



# **Rehabilitating Records in the Companies Registry:**

## **PROGRESS REPORT**

**Piers Cain**  
**Missenden Consulting LLP**  
**April 2002**

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## **ACKNOWLEDGEMENTS**

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Special appreciation is extended to Mr P Broughton, Chief of Party, Mr D Veal, Legal and Policy Advisor, and Ms T Mulindwa from the USAID/SPEED project, and Mr R Ody, Ms M Mutchler, Mr A Colquitt and Ms H O'Rourke, Chemonics International, for facilitating the work and enabling me to bring this visit to a successful conclusion.

## EXECUTIVE SUMMARY

This report covers work carried out by Piers Cain of Missenden Consulting LLP (formerly The Missenden Group) in Kampala, Uganda and London, England between 2 - 17 April 2002 to support reform of the Companies Registry Registries. (paras. 1-10)

The tasks assigned to the consultant included:

- assessing the condition and arrangement of records following the Registrar General's move to new facilities
- agreeing database specifications with the database programmer
- following up with SPEED on the status of commodities procurement and preparation of the registry facility
- carrying out a preliminary test of rehabilitation processes
- revising the project work plan with the SPEED Legal and Policy Advisor.

The relocation of the Registrar General's Office was successfully carried out in January and it would appear no files were lost. However, the move was not fully documented. (paras. 11-13)

The consultant met with the TRIM consultants from ComputerLand (U) Ltd and made good progress in developing a prototype database. Further work will be required to make the database more user-friendly. The prototype uses a combination of records management and document management modules of TRIM. This approach is flexible and will accommodate changes to work processes in Companies Registration more easily. The additional license fee is estimated to be US\$700. (paras. 14-20)

The migration plan was not developed owing to shortage of time. Instead this work will be carried out through an exchange of emails between the consultant and ComputerLand (U) Ltd. (para. 21)

The work program has been revised and updated (Appendix B). It should be noted that the project may extend as long as April 2004. This reflects two factors – protracted delays in implementing the project to date and the length of time allocated to processing. The estimate for processing time is unreliable and will be revised once the pilot has been carried out and more dependable figures are available. (para.22)

The Commodities List has been updated (Appendix D). Key changes include the addition of a photocopier, additional licenses for the TRIM indexing software and dust covers. The Government of Uganda (GoU) has agreed to provide partitioning in the registry storage area. It is recommended that the partitions are installed after the shelving has been erected. It is noted that delays in procuring the shelving and file covers is adversely affecting the progress of the project. (paras. 23-41)

The rehabilitation methodology has been further refined and to a small degree, tested. However, testing was limited because the prototype database is still being developed. (paras. 32-33)

The next step in the project will be to install shelving. It is important that the removal of files and their replacement on new shelving is properly supervised. The Acting Registrar General agreed to supply staff to move the files but is not in a position to supply maintenance staff to erect the shelving. SPEED will need to consider hiring a local contractor to undertake this work. (paras.39-43)

The processing work will be carried out by up to 8 full time temporary contract workers. Staff of the Companies Registry will participate on a rotational basis. It is recommended that 6 temporary workers are recruited initially, with the option of recruiting two more if needed. (para. 44-46)

It will be important to involve the Assistant Commissioner, for the Records and Information Technology Department, Ministry of Public Service, in monitoring progress in processing the records. This will help to maintain continuity in between visits by the consultant. SPEED needs to write formally to the Ministry of Public Service to confirm arrangements. (para. 47)

The procedures for processing Companies files and Registered Documents are outlined in tables and flow diagrams. (para. 48)

It may be necessary to consider paying incentives to permanent Companies Registry staff participating in the rehabilitation process. It is recommended that this issue is addressed in a meeting chaired by the Solicitor General. (para. 49)

It is recommended that all the Companies Registry staff undergo training in the use of the new computer system. Consequently, the number of training places should be increased to eleven. (paras. 50-51)

Finally, the report outlines some outstanding issues and the next steps. It will be important to carry out some awareness raising activities to explain the project to staff in the Registrar General's Office before processing begins in earnest. (paras. 54-56). Two checklists are provided, one on actions to be taken to prepare for the installation of the shelving (para. 58) and the other on key tasks that should be taken before file processing can be begin (para. 59).

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## SECTION ONE: INTRODUCTION

- 1 This progress report covers work carried out by Piers Cain of Missenden Consulting LLP (formerly The Missenden Group) in Kampala, Uganda, and London, England, between 2-17 April 2002 to support reform of the Companies Registry.

### Background

- 2 The USAID-funded Support for Private Enterprise Expansion and Development (SPEED) aims to increase access to financial services, create and expand agricultural and non-agricultural enterprises, and strengthen legal and regulatory frameworks for business development in the SME and microfinance sectors. Four components comprise the project:
  - SME Finance
  - Microfinance
  - Business Development Services (BDS)
  - Institutional Environment.
- 3 Supporting reform of the commercial justice system forms part of the Institutional Environment component. In this context SPEED assists the companies and land registries to improve systems and services.
- 4 The Registrar General's Office supplies vital information that enables micro enterprise, SMEs and other businesses to conduct their activities. The Companies Registry has an unsatisfactory infrastructure for managing records. As a result, problems include:
  - lost documents and files
  - poorly functioning indexing and filing systems
  - mainly manual operations
  - inadequate storage facilities and office equipment
  - inordinate waiting times for retrieval of records
  - very poor protection of records from environmental factors.
- 5 The Registrar General's Office, including the Companies Registry, has recently relocated its offices to Crane Chambers. The physical and intellectual controls in the registry need to be upgraded to reduce the number of missing or misplaced files. The registry also stores the records pertaining to Business Names and provides a service for registering documents.

### The task

- 6 SPEED requested technical assistance to implement a program of work to rehabilitate the Companies and Documents records, and records of Business Names. The consultant will complete the following tasks as part of this work:

- Follow up on the impact of the Registrar General's move to new facilities on the condition and arrangement of records
- Agree database specification with contractor
- Follow up with SPEED on the status of commodities procurement and preparation of the registry facility
- Carry out a preliminary test of rehabilitation processes
- Revise the project work plan with the Legal and Policy Advisor.

## **Methodology**

- 7 The methodology included:
- a progress meeting with the Legal and Policy Advisor and his staff
  - interviews with government officials
  - discussions with relevant local suppliers
  - testing the proposed methodology for rehabilitating the companies registry and discussing problems as they arose with registry staff and the Acting Registrar General.
- 8 The data collected was analyzed, and the findings of the visit were discussed with the Acting Registrar General and SPEED officials.

## **Limitations of study**

- 9 The delivery of the prototype computer database for indexing and tracking files was not commissioned prior to the visit and was, therefore, delayed a few days. Although good progress has been made in this area, the prototype will require further refinement of the user interface in order to ensure that it is easy to use and maintain.
- 10 Since January the Acting Registrar General has been on extended leave and is not expected to return in that role. The new Acting Registrar General, Mr Ben Turyasingura has given every assistance to the project and made himself available for meetings throughout the period of the consultancy visit. Nonetheless, it would be helpful for the future success of the project if a permanent solution were to be found to the issue of the leadership of the Registrar General's Office. It is understood that an announcement will be made shortly.

## **SECTION TWO: PROGRESS REPORT**

### **Office relocation to Crane Chambers**

- 11 The move to Crane Chambers was implemented successfully in January. The forms provided to record the transfers of files were not used, but it would appear that no files went missing in transit. However, there are no records to substantiate this claim. It should be noted for the future that agreed procedures must be adhered to more strictly if proper accountability for the delivery of the project is to be achieved. A key objective of the project is to achieve certainty over which files in the registry have been lost and which remain. New controls (including the introduction of a computer system) will enable management to account for every record at all times. This will only be achieved if care is taken to strictly adhere to procedures for processing the records during the rehabilitation stages of the project.
- 12 Some of the old shelving was too fragile to survive the office move. As a result, a significant proportion of the files are left in the boxes supplied by SPEED to facilitate the transfer. Although this is not a satisfactory long term solution, at least the majority of files have been kept in a logical order and can be retrieved. The majority of the boxes were worn out during the relocation and probably would not be strong enough to be reused for the relocation of records in the Land Registry component of the SPEED project.
- 13 The Companies Registry is succeeding in maintaining a service to the public and in general files can be retrieved when needed. However, some files were disorganized when they were replaced on the shelving in Crane Chambers. It will be necessary to place the files in their proper arrangement when the new shelving is installed and prior to starting the data entry.

### **Development of the TRIM index**

- 14 The consultant met with the TRIM consultants from ComputerLand (U) Ltd to refine further the specification for the database's functionality. A prototype was developed using registers and sample registration files taken from the registry to provide a 'reality check'. Registry staff commented on the database design during prototype development; their input provided useful additional information. Further work remains to be done to refine the user interface in order to make the system more user-friendly and to minimize the possibility of data being incorrectly entered on the database. The file tracking routines also need to be finalized. Finally, enquiry routines and reports will need to be customized to meet the business needs of the Companies registry.
- 15 Arrangements have been put in place between ComputerLand (U) Ltd and the consultant to email revisions of the software to the UK to enable some additional customizing to be carried out before the next consultancy visit. However, it will be important to seek input from the Registrar General's office in a managed fashion on the final prototype design in order to ensure, not only that result is appropriate, but

also that the customization work stays within the scope laid down by SPEED and agreed with the GoU.

- 16 The prototype database uses a combination of TRIM records management and TopDraw document management modules although this will not be apparent to the user, who will be presented with a single integrated system. The additional cost to the project is estimated at \$700 for additional user licenses, but this is subject to negotiation by the Legal Adviser who may be able to obtain a better price for the upgrade.
- 17 The use of document management software will enable the project to achieve two objectives:
  - a) to preserve data collected on 'old' MS Access databases concerning Business Names and Companies
  - b) to make transparent alterations such as changes in company name, status (e.g. from private to public company, or from limited to unlimited status) or registered address that would be difficult to achieve through a conventional database.
- 18 It is envisaged that the SPEED project will only validate data essential for the recording and tracking of files. Data migrated from the MS Access databases not essential for this purpose will not be validated because it would have a significant impact on the amount of effort and time needed to process the files. If there is value in checking the remaining data it is anticipated that this will be carried out by Companies Registry staff as part of the ongoing maintenance program for the database after the project has been completed.
- 19 The document management module will be used to manage MS Excel or MS Word computer files customized as data entry templates. These can be amended relatively easily to take account of future changes in the work process for companies registration, should they be required by changes in legislation. The system does not allow the file to be deleted or over-written, but rather creates a new version which is the first one to be presented to the user. The original version remains on the system and is accessible through a 'view versions' button. Thus all changes (e.g. changes in company name) are transparent to the user. Provided procedures for maintaining individual user accounts and passwords are strictly adhered to, it will also be possible to identify the name of the individual creating the new version and the date and time of the change, thus providing a complete audit trail.
- 20 This technical solution, using both records management and document management technology, also has the advantage that this opens the way in future to businesses submitting registration forms and returns electronically and would facilitate the introduction of 'e-government' into this aspect of the commercial justice infrastructure.

## **Migration plan for the TRIM index**

- 21 This work objective was not achieved owing to shortage of time and the need to finalize the data structure for the database prototype prior to developing the migration plan. It is anticipated that this work can be carried out through an exchange of emails between the consultant in the UK and the ComputerLand (U) programmer in Kampala.

## **Project implementation**

### ***Work program***

- 22 The consultant reviewed the work program for the project, and discussed future scopes of work with the SPEED Project Director. The work program included in Appendix B is provided to illustrate revised periods of time required to carry out the processing of the records. It should be noted that the project may extend as long as April 2004. This reflects two factors – protracted delays in implementing the project to date and the length of time allocated to processing. The estimate for processing time is unreliable and will be revised once the pilot has been carried out and more dependable figures are available.

### ***Commodities procurement***

- 23 A revised commodities list and procurement schedule for materials required to establish the Companies Registry records storage facility is in Appendix D. The main additions are:
- Photocopier (\$3,200)
  - Licenses to allow two existing computers to use TRIM indexing software
  - Partitions
  - Dust covers for PCs and printers.
- 24 The photocopier is needed in the registry storage area to make unnecessary the current practice of members of the public ‘borrowing’ files in order to make copies of documents. In future, copies of documents held in files should be made by registry staff only. The cost of a small office photocopier is \$3,200. The photocopier should be procured towards the end of the project once controls and procedures have been implemented to tighten control over registry files.
- 25 The provision of two additional ‘read only’ TRIM software licenses would allow the Registrar General’s office to make use of two existing computers and enable a larger proportion of the registry staff to carry out their work more efficiently. For processing purposes only two ‘write and read’ licenses and one read only license are needed. The additional two ‘read-only licenses’ are needed at the end of the project

once the backlog of restructuring and data entry has been completed to enable maximum use of the index by the Registrar General's staff.

- 26 The Solicitor General's Office has agreed to fund the provision of partitions out of its own budget in order to improve the physical security of the registered files. This demonstrates the commitment of the GoU to this project.
- 27 The high density of dust in the atmosphere in Kampala makes the use of dust covers to protect vulnerable computer equipment necessary. These were overlooked in the original commodities list. The additional cost should not be excessive.
- 28 Although additional consumables may be required once the rehabilitation process begins, it is unlikely that there will be significant additions to key commodities such as shelving and file covers.
- 29 There remain ongoing problems in procuring supplies and equipment to satisfactory standards of quality. This has been a particular problem with regard to the procurement of file folders and shelving.

### **File folders**

- 30 The sample file folders from the company selected by Chemonics procurement was not of the size specified (Foolscap size i.e. 9.75 x 14.5 inches). The product could also be improved by the provision of a wider gusset. However, the delay has been of some benefit in that it has enabled the Companies Registry to identify minor changes to the design of the cover design and to decide to use file fasteners (plastic for preferred, but metal are acceptable). See Appendix E for revised design. The file cover specification will require minor modifications to reflect these requests, but they should not have an impact on cost.

### **Shelving**

- 31 The shelving company (Spacesaver) had difficulty in providing a satisfactory layout for the shelving in the Companies registry. This would appear to be resolved (Appendix F). SPEED's decision to use local staff to assemble the shelving with assistance from a Spacesaver representative may have budgetary implications because the Registrar General's Office has limited capacity to carry out this work. The Government no longer has maintenance teams that could be used for this work. Local temporary staff will have to be engaged to carry out the installation of the shelving.

### ***Rehabilitation methodology: testing and revision***

- 32 The rehabilitation methodology has been discussed in the previous two reports. The proposed methodologies were tested as far as possible this visit. The TRIM index and file movement software prototype was still being developed, so testing was limited.

33 The rehabilitation methodology comprises three stages:

- Preparation
- Processing
- Monitoring and Evaluation.

### **Preparation for processing**

34 The preparations for implementing the project have been delayed. In particular, the slowness in procuring shelving and file covers has not only delayed the delivery of the project but also undermined the credibility of SPEED in the eyes of the Ugandan civil service counterparts. Understandably, there is disappointment that the project has failed to deliver concrete results on the ground.

35 Little progress has been made in other areas since the last consultancy visit. It is anticipated that the tempo of work will increase in the next few weeks.

36 The preparation phase is a critical stage as it establishes the foundation for the success of the processing program. It is anticipated that most of the key supplies: shelving, file covers and computers and indexing software will be installed by early summer at the latest.

37 The processing work should not begin until the necessary administrative arrangements are complete, the contract staff is hired, and training in the use the computer software and rehabilitation procedures is complete. It is critical that no data entry begins before training is completed. Otherwise it will be difficult to ensure that data quality is maintained.

38 Preparation should also include recalling files currently housed in State Attorney's offices and elsewhere.

### **Preparation of the storage area**

39 Before the rehabilitation work can commence the shelving must be delivered and assembled, partitions installed and the requisite furniture, computers and software prepared to allow the rehabilitation team to work efficiently.

40 The installation of the shelving will involve not only the construction of the shelving itself, but also the removal of the files from the old shelving to enable this to happen. The files will then have to be placed on the new shelving. There is a risk that in this process the files will become disorganized. The Acting Registrar General indicated that additional staff could be found within the department to carry out this work. Their efforts will have to be supervised closely in order to keep the files in good order.

- 41 The installation of the shelving is likely to disrupt the work of the Companies Registry and the service it can give to the public. Every effort should be made to minimize the inconvenience to the public and provide advance notice that the registration service will be temporarily interrupted. It may be worth considering beginning the work on a Wednesday in order to allow the movement of files from old shelving on to new shelving to take place over the weekend.
- 42 It may be impractical to install all the shelving and leave sufficient space for the contract staff hired to process the files (placing documents into new file covers, reconciliation against extant registers and data entry, etc.). If necessary, some of the shelving can be kept in storage and erected at the end of the project. A staff member will have to be trained to erect the shelving or alternatively the same local contractor will have to carry out the work at a later date. Alternatively the Companies Registry has set aside a room nearby that be used for data processing. The room is too small to accommodate 8 people in comfort and is poorly ventilated, but in extremis, the room could be used for some of the processing work.
- 43 After the shelving has been installed in its final configuration, the partitioning can be erected. The partitions should allow the free flow of air, for example through the use of louvers or grilles. This is to ensure environmental conditions remain suitable for the long-term storage of records and ensure a pleasant working environment for both public and staff.

## **Processing**

- 44 As a result of testing, the following sections describe the revised recommended procedures for sorting and rehabilitating Registration.
- 45 It is recommended that the 6 contract workers are recruited initially, with the option of recruiting two more in the event that they are needed.
- 46 Once the processes involving the database are tested, refined and agreed, a pilot should be conducted that will follow the database and processing training and immediately precede the start of the processing work in earnest. This allows the procedures to be tested more fully with the entire processing team in place. Piloting will ensure that the procedures work well and, if not, adjustments can be made where necessary to address bottlenecks or other impediments to the efficient processing of the records.
- 47 It is recommended that the consultant coordinate future visits to the start of the preparation of the facilities and to the start of the rehabilitation work. It is also critical that the Assistant Commissioner for the Records and Information Technology Department, Ministry of Public Service be on hand to maintain continuity in between consultancy visits. This might involve a greater investment of time than he anticipated. SPEED's Legal and Policy Advisor should discuss this with the Commissioner and Assistant Commissioner to ensure that adequate compensation and preparation is made to ensure his full participation. In addition, it is recommended that SPEED's Legal and Policy Advisor visit the site for 10 minutes every week to make sure things are progressing smoothly.

- 48 The flow diagrams and tables that follow describe in detail the procedures to be undertaken and organises them into logical ‘stations’ of work. The projected number of staff and time required to complete tasks is also included.

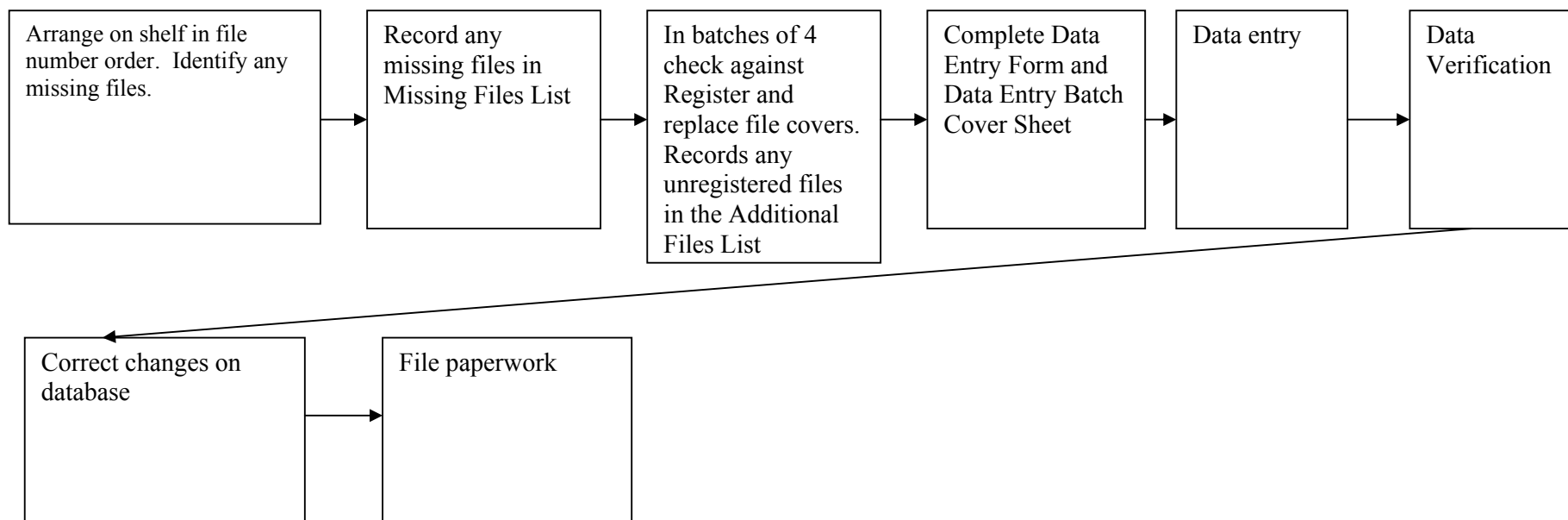
See Appendix C for drafts of forms required to support activities.

Proposed Processing Methodology: General			
Station	Task	Staffing	Estimated Time
PREPARATION	Set up desks and tables to accommodate 2 data processing clerks and 3 PCs, along with 1 other clerk carrying out data verification and other paper records work.	2 clerks with oversight from Registry Supervisor.	2 days
	Recall to Registry files loaned to States Attorneys and others. Identify which files are still outstanding.	Registry	2 weeks
	Arrange all the files on the shelves in the correct sequential order	6 contract clerks. Registry Supervisor	2 weeks

## Companies Registry Rehabilitation

### Flow Diagrams of Work Process

#### A: Main File Series



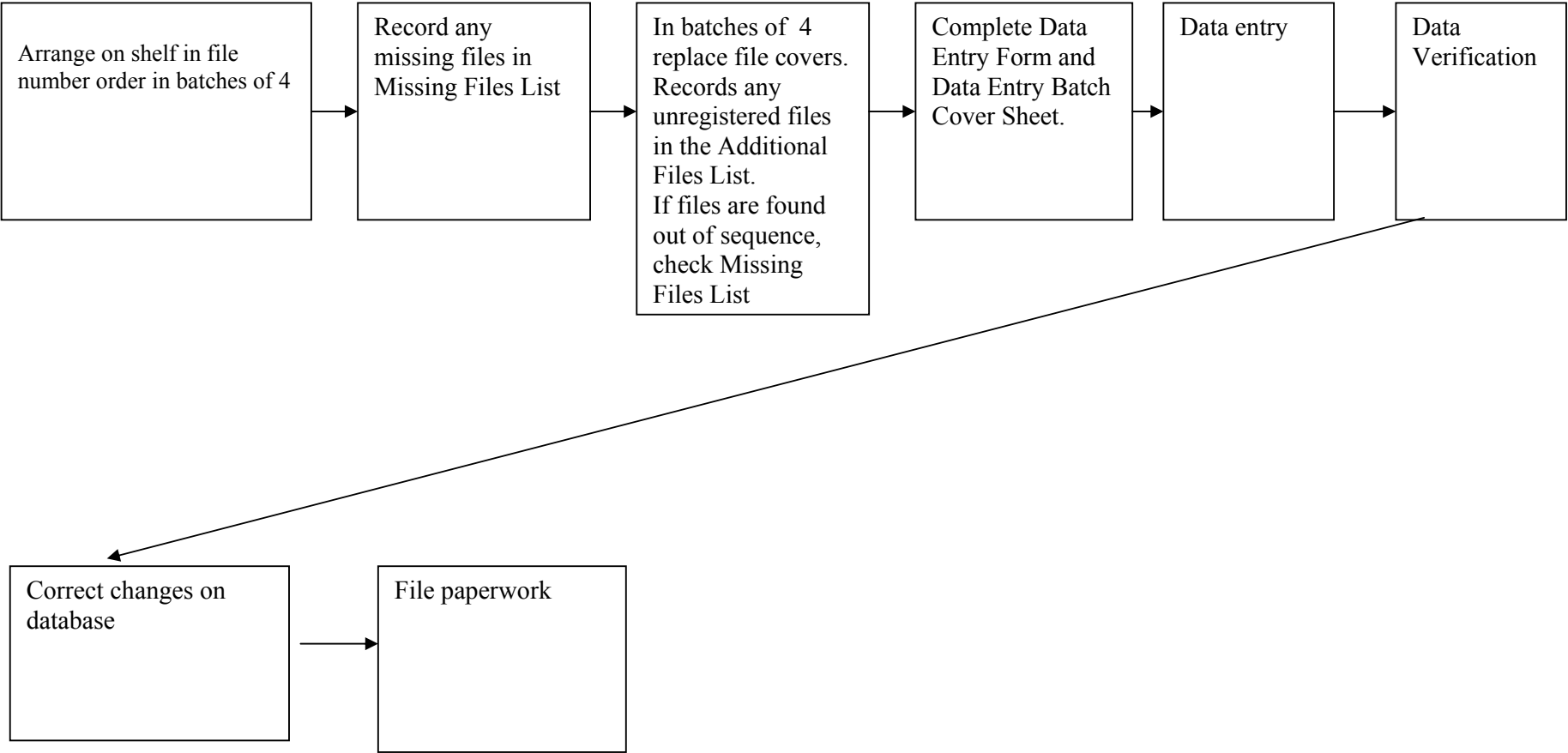
Proposed Processing Methodology: Main Company File Series			
Station	Task	Staffing	Estimated Time
Station 1	<p>One contract worker will be stationed in the storage area and will have responsibility for ensuring the files are correctly arranged on the shelves and preparing the files for data processing.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. <i>Starting with the oldest files</i>, arrange the files on the first three shelves in file number order.</li> <li>2. Record any missing files in the Missing Files List</li> <li>3. <i>Starting with the oldest files</i>, group in batches of 4</li> <li>4. Check each file against the Register to verify details are correct. If the file is not found in the Register, record details in Additional Files List. If there is found two files for two different companies with the SAME number, e.g. file 23456, renumber one 23456a and the other 23456b.</li> <li>5. For each file remove the documents from the current file cover (stick pins or white metal paper clips should not be reused, instead they should be placed in a box)</li> <li>6. Place the documents into the new file cover and complete details in file cover.</li> <li>7. Complete Data Entry Form and Data Entry Batch Cover Sheet.</li> <li>8. Tear the old file cover in two and place it in a plastic bin liner for disposal</li> </ol> <p>When 3 batches have been processed (i.e. 12 files) , pass the batch of Data Entry Forms and Data Entry Batch Cover Sheets to the Data Processing Clerk. Repeat the process from Stage 3. When all the files in the first three shelves have been processed, repeat the process from Stage 1.</p>	2 clerks	TO BE CALCULATED AFTER PILOT

Proposed Processing Methodology: Main Company File Series			
Station	Task	Staffing	Estimated Time
Station 2	<p>A contract data entry clerk and/or permanent registry staff member (alternating from Station 1 during breaks) will sign for a batch on the Data Entry Processing Form.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. Search the database for duplicate file numbers and Company Names</li> <li>2. Check that the file number, company name and date of incorporation is correctly recorded on the database</li> <li>3. Enter the data from the information written on the Data Entry Form in the TRIM database</li> <li>4. Initial the Data Entry Form when data entry is complete.</li> <li>5. Repeat steps 1-3 until all the files in the batch have been processed.</li> <li>6. Once the batch of 4 files is complete, print a batch report from TRIM.</li> </ol> <p>When steps 1-5 are complete, pass the Data Entry Forms together with the batch print out to the next station for verification and log the batch into the <i>Station 2 Register</i>.</p>	2 clerks	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

Proposed Processing Methodology: Main Company File Series			
Station	Task	Staffing	Estimated Time
Station 3	<p>The contract worker responsible for verification will enter the batch in batch number order in the <i>Station 3 Register</i>.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. Using the printout, check that the data in the database matches the information written on the Data Entry Forms.</li> <li>2. If there are any discrepancies, record them on the printout and initial and pass the batch to the project supervisor who will verify that the corrections required are correct and initial the printout.</li> <li>3. Return the printout report and batch to the data entry clerk, logging that the batch has been returned for corrections in the <i>Station2 Register</i>.</li> </ol> <p>Once a batch is checked and all the data matches, the contract worker will sign the printout and log the batch as completed in the <i>Station 3 Register</i>. He/she should pass the Data Entry Forms and Data Entry Batch Cover Sheets back to Station 1.</p>	2 clerks	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

Proposed Processing Methodology: Main Company File Series			
Station	Task	Staffing	Estimated Time
Station 1	<p>The last stage in the process is to file the data processing paperwork for accountability purposes and to maintain an 'audit trail'.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"><li>1. Sign and date the Data Entry Forms and Data Entry Batch Cover Sheets and place them in the Data Processing Folder in batch number order.</li></ol>	2 clerks	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

**B: Struck Off Files, Liquidated Files, Public Company Files, Foreign Companies, and Confiscated Asian Businesses**



<b>Proposed Processing Methodology: Struck Off Files Series, Liquidated Files, Public Companies, Foreign Companies and Confiscated Asian Businesses</b>			
<b>Station</b>	<b>Task</b>	<b>Staffing</b>	<b>Estimated Time</b>
Station 1	<p>One contract worker will be stationed in the storage area and will have responsibility for ensuring the files are correctly arranged on the shelves and preparing the files for data processing.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. <i>Starting with the oldest files</i>, arrange the files on the first three shelves in file number order.</li> <li>2. Record any missing files in the Missing Files List</li> <li>3. <i>Starting with the oldest files</i>, group in batches of 4</li> <li>4. Check each file against the Register to verify details are correct. If the file is not found in the Register, record details in Additional Files List. If there is found two files for two different companies with the SAME number, e.g. file 23456, renumber one 23456a and the other 23456b.</li> <li>5. Check the original file reference number against the Missing Files List and if a 'missing' file is located, record accordingly in the List.</li> <li>6. For each file remove the documents from the current file cover (stick pins or white metal paper clips should not be reused, instead they should be placed in a box)</li> <li>9. Place the documents into the new file cover and complete details in file cover.</li> <li>10. Complete Data Entry Form and Data Entry Batch Cover Sheet.</li> <li>11. Tear the old file cover in two and place it in a plastic bin liner for disposal</li> </ol> <p>When all 3 batches have been processed (i.e. 12 files), pass the batch of Data Entry Forms and Data Entry Batch Forms to the Data Processing Clerk. Repeat the process from Stage 3. When all the files in the first three shelves have been processed, repeat the process from Stage 1.</p>	3 staff	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

<b>Proposed Processing Methodology: Struck Off Files Series, Liquidated Files, Foreign Companies, Public Companies and Confiscated Asian Businesses</b>			
<b>Station</b>	<b>Task</b>	<b>Staffing</b>	<b>Estimated Time</b>
Station 2	<p>A contract data entry clerk and/or permanent registry staff member (alternating from Station 1 during breaks) will sign for a batch on the Data Entry Processing Form.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. Search the database for duplicate file numbers and Company Names</li> <li>There should not be duplicate file numbers and Company Names, however human errors do occur. Refer all duplicates to the Project Supervisor who will take appropriate action.</li> <li>2. Check that the file number, company name and date of incorporation is correctly recorded on the database</li> <li>3. Enter the data from the information written on the Data Entry Form in the TRIM database</li> <li>4. Initial the Data Entry Form when data entry is complete.</li> <li>5. Repeat steps 1-3 until all the files in the batch have been processed.</li> <li>6. Once the batch of 4 files is complete, print a batch report from TRIM.</li> </ol> <p>When steps 1-6 are complete, pass the Data Entry Forms together with the batch print out to the next station for verification and log the batch into the <i>Station 2 Register</i>.</p>	.3 staff	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

<b>Proposed Processing Methodology: Struck Off Files Series, Liquidated Files, Foreign Companies, Public Companies and Confiscated Asian Businesses</b>			
<b>Station</b>	<b>Task</b>	<b>Staffing</b>	<b>Estimated Time</b>
Station 3	<p>The contract worker responsible for verification will enter the batch in batch number order in the <i>Station 3 Register</i>.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>Using the printout, check that the data in the database matches the information written on the Data Entry Forms.</li> <li>If there are any discrepancies, record them on the printout and initial and pass the batch to the project supervisor who will verify that the corrections required are correct and initial the printout.</li> <li>Return the printout report and batch to the data entry clerk, logging that the batch has been returned for corrections in the <i>Station2 Register</i>.</li> </ol> <p>Once a batch is checked and all the data matches, the contract worker will sign the printout and log the batch as completed in the <i>Station 3 Register</i>. He/she should pass the Data Entry Forms and Data Entry Batch Cover Sheets back to Station 1</p>	3 staff	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

<b>Proposed Processing Methodology: Struck Off Files Series, Liquidated Files, Foreign Companies, Public Companies and Confiscated Asian Businesses</b>			
<b>Station</b>	<b>Task</b>	<b>Staffing</b>	<b>Estimated Time</b>
Station 1	<p>The last stage in the process is to file the data processing paperwork for accountability purposes and to maintain an 'audit trail'.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. Initial and date the Data Entry Forms and Data Entry Batch Cover Sheets and place them in the Data Processing Folder in batch number order.</li> </ol>	3 staff	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

## C: Registered Documents



Proposed Processing Methodology: Registered Documents			
Station	Task	Staffing	Estimated Time
Station 1	<p>One contract worker will be stationed in the storage area and will have responsibility for ensuring the files are correctly arranged on the shelves and preparing the files for data processing.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. <i>Starting with the most recent registered documents</i>, check the documents in the binder are in registered document number order.</li> <li>2. Record any missing files in the Missing Documents List</li> <li>3. <i>Starting with the most recent registered documents</i>, group in batches of 4</li> <li>4. Check each document against the Register to verify details are correct</li> <li>5. Complete Data Entry Form and Data Entry Batch Cover Sheet.</li> <li>6. Tear the old file cover in two and place it in a plastic bin liner for disposal</li> </ol> <p>When all 8 files in the batch have been processed, pass the batch of Data Entry Forms and Data Entry Batch Forms to the Data Processing Clerk. Repeat the process from Stage 3.</p>	3 staff	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

Proposed Processing Methodology: Registered Documents			
Station	Task	Staffing	Estimated Time
Station 2	<p>A contract data entry clerk and/or permanent registry staff member (alternating from Station 1 during breaks) will sign for a batch on the Data Entry Processing Form.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. Search the database for duplicate registered document numbers.</li> <li>2. There should not be duplicate registered document numbers, however human errors do occur. Refer all duplicates to the Project Supervisor who will take appropriate action.</li> <li>3. Enter the data from the information written on the Data Entry Form in the TRIM database</li> <li>4. Initial the Data Entry Form when data entry is complete.</li> <li>5. Repeat steps 1-3 until all the documents in the batch have been processed.</li> <li>6. Once the batch of 4 documents is complete, print a batch report from TRIM.</li> </ol> <p>When steps 1-6 are complete, pass the Data Entry Forms together with the batch print out and Data Entry Batch Cover Sheet to the next station for verification and log the batch into the <i>Station 2 Register</i>.</p>	.	PROCEDURE UNTESTED – DATABASE NOT COMPLETED.

Proposed Processing Methodology: Registered Documents			
Station	Task	Staffing	Estimated Time
Station 3	<p>The contract worker responsible for verification will enter the batch in batch number order in the <i>Station 3 Register</i>.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"> <li>1. Using the printout, check that the data in the database matches the information written on the data entry sheets.</li> <li>2. If there are any discrepancies, record them on the printout and initial and pass the batch to the project supervisor who will verify that the corrections required are correct and initial the printout.</li> <li>3. Return the printout report and batch to the data entry clerk, logging that the batch has been returned for corrections in the <i>Station2 Register</i>.</li> </ol> <p>Once a batch is checked and all the data matches, the contract worker will sign the printout and log the batch as completed in the <i>Station 3 Register</i>. He/she should pass the files and Data Entry Batch Form back to Station 1.</p>	3 staff	PROCEDURE UNTESTED – DATABASE NOT COMPLETED

Proposed Processing Methodology: Registered Documents			
Station	Task	Staffing	Estimated Time
Station 1	<p>The last stage in the process is to file the data processing paperwork for accountability purposes and to maintain an 'audit trail'.</p> <p>The procedure will be as follows:</p> <ol style="list-style-type: none"><li>1. Sign and date the Data Entry Forms and Data Entry Batch Cover Sheets and place them in the Data Processing Folder in batch number order.</li></ol>		PROCEDURE UNTESTED – DATABASE NOT COMPLETED

### ***Incentives for project staff***

- 49 The subject of incentives for staff participating in the project needs to be discussed and agreed between the SPEED project and the Government of Uganda. Tied to this will need to be a strategy for dealing with staff who are not participating in the rehabilitation program, but work in the registries and might resent some staff benefiting from the project while others do not. These issues were raised informally with officials during the consultancy visit. It is recommended that they are formally addressed in a meeting chaired by the Solicitor General.

### ***Training***

- 50 The Acting Registrar General identified three registry staff members who will be directly involved in implementing the file rehabilitation program:
- Mr Fred Settumba, Records Assistant II
  - Ms Monica Kiyimba, Data Entry Clerk
  - Ms Catherine Acham, Copy Typist.
- 51 In addition, all the staff working in the registry will have to become familiar with the use of the new computer system if the project is to be successful and sustainable. The Registry Supervisor should be included in the training course because he must at least be able to understand how the database works and be able to check that work is being done correctly. For this reason, it is recommended that all 7 registry staff receive training in the use of the TRIM system and actively take part in file processing and data entry on a rotating basis. Consequently, the number of training places needs to be increased to 11.
- 52 Training materials cannot be developed until testing of the procedures is complete. Access to the final version of the customized TRIM index and file tracking system is required to complete testing.

## **SECTION THREE: CONCLUSION**

### **Outstanding issues and next steps**

- 53      Good progress on project design and implementation was made during this visit, but there are a number of issues that need to be resolved as soon as possible to enable continued implementation. The revised Project Plan is in Appendix B.

### ***Awareness raising***

- 54      Once all staff involved in the project have been identified and briefed, it is recommended that the consultant hold a short awareness raising meeting for all companies registration staff to explain clearly what the project aims to achieve and why only select members of staff were chosen to participate and receive training for this component.
- 55      Consideration should be given to whether it would be beneficial to hold a wider meeting that would include staff from the other areas within the department and would explain clearly the aims of the project and why it is focusing on the companies registry only.
- 56      Additional efforts should be made to inform the public that the Companies Registry is undergoing renovation and it is hoped that the outcome will be of great benefit to them in the form of improved quality of service. Services to the public will continue while the renovations are being carried out.

### ***Rehabilitation methodology***

- 57      The proposed procedures for rehabilitating the files are described in detail in paragraph 48 and the accompanying tables. Once the TRIM prototype has been finalized, the rehabilitation methodology will then need to be tested using the database. This will enable us to calculate more accurately the time required for processing and to identify any problems with the system before piloting.

### ***Installation of shelving***

- 58      Before the shelving is installed, the following preparations need to have been carried out:
- Allocation of secure storage space for shelving in case some of the shelving is held back in order to provide space for the file rehabilitation team. The SPEED Legal and Policy Adviser is investigating using USAID secure storage for this purpose

- Selection of file moving team and supervisor from Registrar General's staff. Agreement of overtime arrangements may be necessary if the work is to be partly carried out over the weekend
- Engagement of local contractor to work with Spacesaver shelving erector
- Posting of an advertisement on local radio and in local radio alerting the public that the companies registration and business names registration service may be interrupted

### ***Key tasks to be carried out before file processing can begin***

59 The GANTT chart and workflow diagram in Appendix B maps out the planned sequence of events needed to achieve the project. The following tasks need to be completed before the processing of files can begin:

- Acquisition of secure storage space for project equipment and consumables
- Installation of shelving
- Delivery and installation of computer equipment and furniture
- Delivery of first batch of file covers
- Delivery of key consumables (see Commodities list)
- Finalization of database design
- Memorandum of Agreement on allocation of roles and responsibilities between SPEED and Registrar General's Office.
- Confirmation of names of file processing team members (Companies Registry)
- Hiring of local contract staff for file processing
- Letter to the Commissioner, Records and Information Department, Ministry of Public service requesting the services of Robert Okusam for specific periods of time to assist with training and monitoring
- Preparation of training materials
- Training of file processing team in use of database
- Training of file processing team in processing procedures.

## **APPENDIX A**

### **List of persons consulted**

#### **Ministry of Justice**

Mr John Gara, Commercial Justice Adviser

#### **Registrar General's Office**

Mr Ben Turyasingura, Acting Registrar  
Ms Fiona Bayiga, Senior States Attorney  
Mr Vitale Okwemu, Senior Records Assistant I  
Mr Fred Settumba, Records Assistant II  
Ms Monica Kiyimba, Data Entry Clerk  
Ms Catherine Acham, Copy Typist

#### **Ministry of Public Service**

Mrs Salome Nyamungu, Commissioner, Records and Information Department  
Mr Robert Okusam, Assistant Commissioner, Records and Information Department

#### **SPEED**

Mr Daryl Veal, Legal and Policy Advisor  
Ms Tendo Mulindwa, Assistant to the Legal and Policy Advisor

#### **Computerland (U) Ltd**

Mr Karim N J Mawji  
Mr Jones Lukose

#### **Crane Management Services Ltd**

Mr Joe V Joseph

## **APPENDIX B**

### **Work program GANTT chart & flow chart**

See electronic file submitted with the report titled:  
‘Company Registry Rehabilitation Work Program Revised April 2002.pdf’

## **APPENDIX C**

### **Forms to support the rehabilitation process**

The following are the forms required to support the Companies Registry Rehabilitation Process. Where the form is entitled a 'register' a register book should be purchased with numbered pages and the columns described should be drawn in.

Alternatively, SPEED could contact a local printing company and enquire whether they can print on demand copies of a bound register with numbered pages and the columns as specified. Plain photocopies will suffice for all other forms. Carbon paper should be used for making multiple copies and all pages should be numbered sequentially by hand.

A limited number should be produced in advance for the pilot. The forms may have to be altered as a result of piloting.

Using Microsoft Word, the forms should be cut from this report and pasted into a new file so that the headers and footers from the report are not reproduced. It is recommended that forms be resized to better fit A4 size paper.

## MISSING FILES LIST

<b>File Ref. No.</b>	<b>Description (if known)</b>	<b>Name</b>	<b>Date Found and new Ref. No. (if relevant)</b>	<b>Name</b>

## ADDITIONAL FILES LIST

(FILES OMITTED FROM REGISTER)

Date of Registration	Name of Company	Registration Number	Signature of Head of Registry

## Data Entry Form

### COMPANIES FILES

File Ref. No.	Old File Ref. No.	Year of Last Annual Return	Physical Location of File
<b>File Vol. No.</b>			
<b>Company Name</b>		<b>Old Company Name</b>	
<b>File Vol. No.</b>			
<b>Company Name</b>		<b>Old Company Name</b>	
<b>File Vol. No.</b>			
<b>Company Name</b>		<b>Old Company Name</b>	
<b>File Vol. No.</b>			
<b>Company Name</b>		<b>Old Company Name</b>	
<b>File Vol. No.</b>			
<b>Company Name</b>		<b>Old Company Name</b>	

Name of Officer completing form:

Date:

## Data Entry Form REGISTERED DOCUMENTS

**Batch No.**

Document No.	Document Type	Date of Document	Date of Registration	Physical Location of File
<b>Party 1</b>		<b>Party 2</b>		
<b>Party 1</b>		<b>Party 2</b>		
<b>Party 1</b>		<b>Party 2</b>		
<b>Party 1</b>		<b>Party 2</b>		
<b>Party 1</b>		<b>Party 2</b>		

**Name of Officer completing form:**

**Date:**

## DATA ENTRY BATCH COVER SHEET

**BATCH No.**

File Ref. No.	Date entered on Database	Initials	Date Entry Approved	Initials
1				
2				
3				
4				
Date sent for Data Processing				
Initials				

**BATCH No.**

File Ref. No.	Date entered on Database	Initials	Date Entry Approved	Initials
1				
2				
3				
4				
Date sent for Data Processing				
Initials				

**BATCH No.**

File Ref. No.	Date entered on Database	Initials	Date Entry Approved	Initials
1				
2				
3				
4				
Date sent for Data Processing				
Initials				

**Checked (Supervisor's Name):**  
**Signature:**

**Date:**

## STATION 2 REGISTER

Batch Number	Date Arrived at Station	Name	Date Sent for Verification	Name	Date Passed	Name

Supervisor's Name:  
Signature:

Date:

## STATION 3 REGISTER

<b>Batch Number</b>	<b>Date Arrived at Station</b>	<b>Name</b>	<b>Date Sent for Correction</b>	<b>Name</b>	<b>Date Passed</b>	<b>Name</b>

**Supervisor's Name:****Signature:****Date**

### Company and Documents Registry Records Rehabilitation Project COMMODITIES LIST

The commodities listed below detail the equipment, supplies and services required to process and transfer the company records and documents and equip the records storage rooms for the Crane Chambers Facility. The list does not take account of the furniture, equipment and supplies required for the office staff (e.g. desks, chairs, additional computers and so on) or optional extras such as new lever arch files for the company names' records.

Printing and publishing costs (related to the production of training materials, procedural posters, and the printing of an operations manual) are not included. It is not possible to cost these items at this time as these materials are under development.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
IT Costs	Index Software (TRIM Enterprise) + customisation + migration of data from Access dbase	ComputerLand (U) Ltd.	TRIM Enterprises Licenses for 2 concurrent users + 5 'read only' users + database customisation + annual maintenance fee <sup>1</sup>	1		\$11,640 <sup>2</sup> (estimate)	USAID/SPEED	Commission by 2/15/02
	Computer   monitor   keyboard   cables   tape drive	Local Supplier	TRIM to supply sys specs Price excl VAT and delivery	3	1,500	4,500	USAID/SPEED	Order by 1/15/02
	Computer desktop security system	Local Supplier	Excluding VAT and delivery	3	50	150	USAID/SPEED	Order by 1/15/02
	HP1200 Laser Jet Printer	Local Supplier	Excluding VAT and delivery	2	600	1,200	USAID/SPEED	Order by 1/15/02
	UPS with surge protector	Local Supplier	Excluding VAT and delivery	3	300	900	USAID/SPEED	Order by 1/15/02
	Extension leads (grounded)	Local Supplier	Excluding VAT and delivery	3	15	45	USAID/SPEED	Order by 1/15/02
	PC/printer covers	Local Supplier	Excluding VAT and delivery	4	20	80	USAID/SPEED	Order by 1/15/02

<sup>1</sup> GoU will need to take responsibility for the annual maintenance fee of US \$1,020 after completion of the project.

<sup>2</sup> Quote may need to be revised if Company Registration Administration expert recommends additional functionality

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
<b>TRIM Training<sup>3</sup></b>	Training includes facilities being provided and refreshments	ComputerLand (U) Ltd.	Phase I: Pre-TRIM Intro to computers and Windows	11 places	395	Estimated cost: 4,345	USAID/SPEED	2/15/02
			Phase II TRIM Training for customized database	11 places				
<b>Shelving and installation</b>	Static rolled-edge steel shelving with baked enamel finish	Link 51, UK	Cost does not include VAT or shipping.  <b>Price includes installation</b> costs: labour, travel and subsistence. Confirm installation date when materials have cleared customs and are in storage.	N/A	N/A	45,958 <sup>4</sup>	USAID/SPEED	Order to coincide with Land Registry – 11/23/01  Company needs 3 weeks to fill order for container – Chemonics responsible for arranging container/s and shipping.

<sup>3</sup> Phase I training is for the 5 registry staff, phases II and III include up to 8 casual workers in addition to the 5 registry staff. An alternative option would be to contract Uganda Computing Services (UCS) to provide the initial introduction to computers and introduction to Windows training in their facility and then Contract ComputerLand (U) Ltd. to provide the TRIM training either at their own facility or at the UCS facility.

<sup>4</sup> Price is UK32,365.00; the exchange rate on 11/19/01 is approximately UK£1 = US\$1.42

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
<b>Minor Equipment</b>	Writers Counter	Reliance Construction and Civil Engineering Ltd, Kampala	Quotes have been obtained from 3 local firms to construct a 'made to measure' counter. Daryl Veal to interview tradesmen to determine reliability of firm to do the job to acceptable standards. The lowest price quotation is listed.	1	N/A	514.71 (875,00 Ush)	USAID/SPEEDD	12/15/01
	Hygrothermograph	Gaylord	Catalogue No. A1731 Hygrothermograph 7/31 Day Drive, 13 lbs. Price does not include shipping	1	978	978	USAID/SPEED	Order by 12/15/01 (Can be carried out by a consultant)
	Photocopier (small)	Contact SPEED project office for details	US Supplier	1	3,200	3,200	USAID/SPEED	Order by 12/1/02
	Mailroom trolley	Guernsey	Catalogue No.AMC-SN39800 for an example	1	250	250	USAID/SPEED	Order by 12/15/01  (If flat packed – could be brought out by a consultant – could be brought out by a consultant)
	Supermarket-type customer ticketing machine and sign	Contact Daryl Veal for details	US supplier	1		800 (estimate)	USAID/SPEED	3/31/02

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
<b>Minor Equipment Continued</b>	Kick stools/step ladder	Local Supplier		3	40 (maximum)	120	USAID/SPEED	Order by 12/15/01
	Fire extinguishers	Local Supplier		2	115 (maximum)	230	USAID/SPEED	Order by 12/15/01
<b>Consumables</b>  NOTE: Many items are readily available locally.  Some items sourced in USA can be brought over by consultants.	File covers <b>Manila Board Blue 280 GSM (Sample #7)</b>	Security Printers (1974) Limited <sup>5</sup>	Excludes VAT and Shipping costs.  <b>NOTE: Make sure sample they produce is in fact the one they deliver in bulk.</b>	74,700 <sup>6</sup>	.22 <sup>7</sup>	16,434 <sup>8</sup>  Need to reconfirm quotation when sample of gusseted file folder is provided and approved.	USAID/SPEED	Order to coincide with Land Registry (11/23/01)  (Company will need approx. 90 days to obtain card before printing.)
	Lever arch files	Local supplier		270	1.46	394.74		Order to coincide with file covers

<sup>5</sup> An alternative quotation from a US and a UK vendor is being sought.

<sup>6</sup> The rationale is as follows.

52,000 registered limited companies + 7800 (to allow for 15% multiple volumes per some registrations)	= 59,800
1,457 registered Foreign Companies	1,457
430 public companies	430
129 linear feet Documents registry estimated at 4 files per inch	= 6192
Total:	67,879
10% error margin	6,786
GRAND TOTAL: 74,665	

<sup>7</sup> Ush 381 per 250 gsm file cover at US\$1 = Ush 1730.

<sup>8</sup> If the file covers are purchased from UPPC locally, it will be necessary to purchase treasury tags separately.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
<b>Consumables continued</b>  NOTE: Many items are readily available locally. Some items sourced in USA can be brought over by consultants.	Storage Boxes	Security Printers (1974) Limited	Does not include VAT and shipping.	730 (estimate)	3.22	2347.95	USAID/SPEED	Already ordered
	Register Book	Security Printers (1974) Limited		1		30 (estimate)	USAID/SPEED	2/15/02
	Rebinding of register books	Security Printers (1974) Limited	Estimated price – will depend on size and individual condition of register	20	5.55	111	USAID/SPEED	6/30/02
	Dust masks	Amrat Ltd (Kampala)	Excluding VAT and delivery	10 x box of 50	15 <sup>9</sup>	300	USAID/SPEED	Order by 12/15/01
	Warehouse coats	Amrat Ltd (Kampala)	Excluding VAT and delivery	15	22.50 <sup>10</sup>	337.50	USAID/SPEED	Order by 12/15/01
	File fasteners	Staples (but should be available locally)	Excluding tax and delivery	74,700		2,988	USAID/SPEED	Will test in December 2001 whether worth investment.
	Replacement pens -- hygrothermograph	Gaylord	Catalogue FTMA	1 x pkg of 2	25	25	USAID/SPEED	Order by 12/15/01
	31 day replace Chart 4 year for hygrothermograph	Gaylord	Catalogue No. 100-52FMA	1	45	45	USAID/SPEED	Order by 12/15/01
	Back-up tape cartridges	Local Supplier	Excluding VAT and delivery	6 x packs of 5	15	90	USAID/SPEED	Order by 12/15/01
	Laser Jet Printer cartridges	Local Supplier	Excluding VAT and delivery	6	115	690	USAID/SPEED	Order by 12/15/01

<sup>9</sup> Ush 25,000/box at US\$ = Ush 1730.

<sup>10</sup> Ush 39,000/coat at US\$ = Ush 1730.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
<b>Consumables continued</b>  <b>For materials that are readily available locally – prices will vary depending upon supplier. SPEED should refer to prices for materials consumed by the SPEED offices.</b>	Smoke detectors	Local Supplier		2	10	20	USAID/SPEED	Order by 12/15/01
	Insecticide	Local Supplier	Including traps and poison as required	Will vary	See note to far left Estimate: 25		USAID/SPEED	On-going once processing begins.
	AA batteries	Local Supplier	2 are needed for the hygrothermograph	2	5	5	USAID/SPEED	On-going once processing begins.
	Plastic bin liners	Local Supplier	Amount will vary	Will vary	See note to far left Estimate: 50		USAID/SPEED	On-going once processing begins.
	Packing tape	Local Supplier		48 rolls	1.16	56.14	USAID/SPEED	12/17/01
	Writing implements	Local supplier	Eg. wide permanent markers, pens, pencils, erasers and other supplies as required	Will vary	See note to far left Estimate: 100		USAID/SPEED	On-going once processing begins.
	Hole punches	Local Supplier	Hand-held single hole punch for treasury tags	3	1.50	4.50	USAID/SPEED	Wait to see if treasury tags are useful.
	Copier paper	Local Supplier	Amount will vary	Will vary	See note to far left Estimate: 550		USAID/SPEED	On-going once processing begins.

Commodities Listing							Procurement Schedule	
Category	Item	Supplier	Remarks	Quantity	Unit Cost US\$	Total Cost US\$	Responsibility	Deadline (MM/DD/YY)
<b>Consumables continued</b>	Carbon paper	Local Supplier	Amount will vary	Will vary	See note to far left Estimate: 100		USAID/SPEED	On-going once processing begins.
	Cleaning materials	Local Supplier	Including dusting cloths, brooms, brushes, hand towels and so on.	Will vary	See note to far left Estimate: 150		USAID/SPEED	On-going once processing begins.

**NOTE:** The price of file covers according to the new supplier is significantly less than the Uganda Printing and Publishing Corporation quoted (i.e., approximately US\$0.22 vs. \$0.60). This quotation should be verified and confirm the quality of the covers.

**The figures above do not include:**

- SHIPPING AND TAXES
- SPEED consultancy and administrative costs
- Contract worker costs: 358,020 US\$ / month x 8 workers for approximately 7.5 months. The number of contract staff should be reduced to 3 or 4 for a further 18 months (the total time required will be refined following testing).
- Company Registry permanent staff and Ministry of Public Service records staff tea and lunch money of US\$5,000/each day worked (1 x permanent staff/day; 1 x MPS records staff for monitoring)
- Copying services – it is assumed that SPEED can provide these or arrangements can be made with the Registrar General's Office.


Secure storage facilities will need to be obtained to store commodities safely until they are used.

**Total Cost to USAID/SPEED**

**US\$ 99,764.54**

**(NOTE: some consumables may vary – does not include staffing, shipping and taxes,  
and consultancy costs)**

NOTE: The radical difference in pricing from the previous report is due to the significantly lower figure for file covers quoted by Security Printers (1974) Limited. These figures will need to be verified.

<b>Name:</b>								
 <b>The Republic of Uganda</b> <b>COMPANIES REGISTRY</b>						<b>Date</b>	<b>File No:</b>	
						Date File Opened:		
						Date File Closed:		
<b>Name:</b>								
To	Date out	Date Return	To	Date out	Date Return	To	Date out	Date Return

## **APPENDIX F**

### **FLOOR PLAN SHOWING PROPOSED SHELVING LAYOUT**

Spacesaver submitted the final revised floor plan to Chemonics International.